Federal Supply Service
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms, and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage, a menu-driven database system. The INTERNET address for GSA Advantage is: [http://www.GSAAdvantage.gov](http://www.GSAAdvantage.gov).

**Schedule:** Multiple Award Schedule (MAS)

**Federal Supply Group:** Professional Services  **Class:** R408

**Contract Number:** GS-10F-0347P

**Contract Period:** June 2, 2004 through June 1, 2024

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at [http://www.fss.gsa.gov](http://www.fss.gsa.gov)

**Romanyk Consulting Corporation**

3308 Preston Road  
Suite 350 - 164  
Plano, Texas 75093  
Phone: (972)625-3838  
Fax: (972)625-3839  
TIN: 74-2779528

Website: [http://www.romanykconsulting.com](http://www.romanykconsulting.com)  
Email: info@romanykconsulting.com

**Business Size:** Service-Disabled Veteran Owned Small business / SBA Certified Small Disadvantaged Business

**Contract Administrator**

Name: Nick Romanyk  
Phone: 972-625-3838  
Fax: 972-625-3839  
Email: nick.romanyk@romanykconsulting.com
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INTRODUCTION

ROMANYK CONSULTING CORPORATION
MULTIPLE AWARD SCHEDULE (MAS)

Romanyk Consulting Corporation (RCC) has a long-standing commitment to assisting our clients in obtaining improved performance, gaining a better understanding of their direction, and assisting them on implementing complex software systems. Our ability to continue to assist our clients comes from our ever-developing and increasing body of knowledge of management, organizational and business improvement. We strive to stay abreast of the challenges, issues and opportunities that face our clients whether they are in the private or public sector. Both the private and public sector have grappled with issues such as budget cuts and downsizing, consolidations, privatization, and the integration and leveraging of information technology to improve business processes and service delivery. Over the years, Romanyk Consulting has developed significant resources to providing the expertise and tools necessary to address the challenges presented to our clients.

By utilizing only senior, experienced consultants providing direct assistance to a variety of organizations, Romanyk Consulting has established successful partnerships with a variety of clients.
SECTION I

Contract Information

1a. Table of Awarded Special Item Numbers (SINs):

<table>
<thead>
<tr>
<th>SIN</th>
<th>Recovery</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>541611RC</td>
<td>Management and Financial Consulting, Acquisition and Grants Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support, and Business Program and Project Management Services</td>
</tr>
<tr>
<td>OLM</td>
<td>OLM RC</td>
<td>Order-Level Materials (OLMs)</td>
</tr>
</tbody>
</table>

1b. Lowest Price Model Number and Price for Each SIN
See Attached Price List.

1c. Hourly Rates
See Attached Price List

2. Maximum Order Limitations:
SIN 541611: $1,000,000.00
SIN OLM: $250,000.00

3. Minimum Order: $100.00

4. Geographic Coverage (Delivery Area): Worldwide

5. Point(s) of Production: Same as Company Address

6. Discount from list prices or statement of net price: Government net prices (discounts already deducted). See prices in Section V (page 17)

7. Quantity Discounts: None

8. Prompt Payment Terms: Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold: Yes

9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Will Accept

10. Foreign Items (list items by country of origin): None

11a. Time of Delivery (contractor must list number of days): Specified on the Task Order.

11b. Expedited Delivery. The contractor will insert the sentence “Items available for expedited delivery are noted in the price list.” Under this heading. The contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery: Contract Contractor
11c. Overnight and 2-Day Delivery. The contractor will indicate whether overnight and 2-day delivery are available. Also, the contractor will indicate that the schedule customer may contact the contractor for rates for overnight and 2-day delivery.

11d. Urgent Requirements. The contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the contractor’s representative to affect a faster delivery.

12. F.O.B Point(s): Destination

13a. Ordering Address(es): Same as Contractor

13b. Ordering Procedures: For supplies and services, the ordering procedures, information on Blank Purchase Agreements (BPA’s), are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment Address: Same a company address

15. Warranty Provision: Contractor’s Standard Commercial Warranty

16. Export Packing Charges (if applicable): N/A

17. Terms and Conditions of Government Purchase Card Acceptance (any thresholds above the micro-purchase level): N/A

18. Terms and Conditions of rental, maintenance, and repair (if applicable): N/A

19. Terms and Conditions of Installation (if applicable): N/A

20. Terms and Conditions of repair parts indicating the date of parts price lists and any discounts from list prices (if applicable): N/A

20a. Terms and Conditions for any other services (if applicable): N/A

21. List if service and distribution points (if applicable): N/A

22. List of participating dealers (if applicable): N/A

23. Preventive maintenance (if applicable): N/A

24. Environment attributes, e.g., recycled content, energy efficiency and/or reduced pollutants: N/A

25. Data Universal Numbering System (DUNS) number: 617445374

26. Notification regarding registration in System for Award Management (SAM) website: Active
SECTION II
Corporate Overview

Romanyk Consulting Corporation History

Romanyk Consulting was formed 1996 to deliver the expertise for a variety of clientele seeking an innovative approach to improving their financial, operational and strategic direction. Our consulting practice has centered on assisting organizations in areas of strategic and financial planning, operations improvement, reengineering/process improvement, and market assessment and development.

By utilizing our many years of experience in management consulting, Romanyk Consulting has evolved a management, organizational and business improvement framework into which we integrate new tools, techniques, philosophies and approaches but only once those techniques are proven to add value for our clients. Our assistance is not based on new management fads or the latest business trends but on sound proven tools, techniques, philosophies and approaches.

Over the past few years, our consulting practice has continued to hone its ability to provide the kind of focused support, assistance and advice that help and add value to both our public and private sector clients. We continue to create new services that are specifically tailored to our client s needs that enable them to see how they can improve their management of current business issues and move ahead in the marketplace.

Our federal team offers solutions to some of today s most complex government agencies. These include analyzing and improving the key processes across an organization; leveraging technology to improve the collective knowledge and services to the war fighter and the private citizen; and implementing performance metrics to improve stakeholder satisfaction.

Further, we deliver value to our clients by helping to align an organization s departmental goals and objectives with processes that are enabled by its technology infrastructure. We focus on technology as a vehicle for improvement as opposed to the solution for improvement. We are constantly working to improve our capabilities in providing cutting edge technologies and improvements for our customers.

Through our dedicated service to the public and private sector we have continually sought to master and not merely respond to challenges that require a combination of knowledge and experience that can help organizations react quickly and decisively.

Private and Public Sector Consulting

We have been extremely successful in assisting our clients in both the public and private
sector. With senior, experienced consultants providing direct assistance to a variety of organizations, Romanyk Consulting has established successful partnerships with a variety of clients. Romanyk Consulting employs the same techniques and methods that many major consulting firms use. The difference? We recognize that each client is unique. Our philosophy is based on establishing a partnership with our clients. By becoming partners, we gain a thorough understanding of our client's concerns. From there, we can develop a tailor-made strategy and not just another generic solution.

Our experience and assistance has helped many organizations in the areas of strategic and financial planning, operations improvement and reengineering. Romanyk Consulting has additionally assisted clients with their international market development.

Romanyk Consulting has performed organization-wide benchmarking analysis including an in-depth review of staffing and supply in various organizations. We have performed detailed health planning and analysis to assist in determining the future need for acute care services as well as the establishment of new acute care hospitals. In conjunction with these analyses, or as a separate function, we have made detailed technology recommendations and created information technology architectures for our clients.

Federal Service Sector Consulting

Romanyk Consulting has concentrated on issues pertaining to the federal government and its agencies. Since our initial U.S. government contract with the United States Department of Health and Human Services Indian Health Service at Cass Lake Hospital in Cass Lake, Minnesota in January 2000 providing Operational Process Analysis of the Patient Flow, Romanyk Consulting has accumulated an extensive level of experience in the federal market. Our long-standing commitment to the federal government is one of the cornerstones of our firm's history and its future direction.

We have provided process re-engineering, strategic planning and re-engineered process implementation, and technology assessment recommendations to the United States Army Research Institute for Infectious Diseases located at Fort Detrick, Maryland. Our long-standing commitment to excellence and performance has assisted the United States Army in streamlining processes in support of the war-fighter's ability to succeed in their missions.

We have also performed multiple engagements for the United States Dept. of Health and Human Service, Indian Health Service. During a recent engagement, we developed the staffing formulas for use across the entire United States including all areas of nursing, administrative, ancillary and support services.
SECTION III

Romanyk Consulting PSS Framework

Romanyk Consulting has developed and refined a comprehensive framework for applying PSS to our clients. This framework has been used successfully in numerous industries as well as the federal government. The framework is developed around the objectives of improving organizational performance, quality, timeliness and efficiency, and represents the overall environment within which we provide our consulting services. Our framework consists of five phases and each of these phases are briefly described below:

Create Leadership Commitment

The primary objective is to make senior management aware of the benefits of services and our approach through exposure to the successes that we have had with other organizations. The goal is to develop high-level advocacy or championing of our efforts and educate management in a basic understanding of the concepts, principles, and tools we may use. Commitment to the process is developed and verified prior to proceeding.

Determine the Organizational Vision and Creation of a Plan

The objective is to assist the organization in developing its vision and goals and to assess its current position relative to that vision. This can be accomplished through developing a strategic plan. Analysis of the plan and understanding the gap in the vision allows us to develop detailed implementation plans tailored to the organizations current and future requirements. Included in the assessment is the utilization of Romanyk Consulting s opportunity filters, which assist an organization assess any new opportunities and to re-examine old challenges.

Generate Management Momentum

The objective is to generate momentum and an internal critical mass. This set of activities is targeted toward educating management and those in the project teams and testing the implementation strategy s effectiveness. The implementation strategy is modified based on initial experiences with the individual organization. Included in this phase is the identification of potential future trainers and facilitators.

Communicate the Goals and Objectives

The objective is to create organization-wide exposure and involvement in the process. This phase includes the communication of the vision and goals, training and education, chartering of teams and the reevaluation and update of implementation plans.

Implement and Sustain Momentum

The final phase transfers ownership concepts and principles into the everyday operations. This is accomplished by linking the management systems to the process and continually reinforcing the vision and goals. This, coupled with the internal facilitators or process owners, sustains the vision throughout the organization.
SECTION IV

Consultation Services - SIN 541611

Romanyk Consulting Corporation successfully combines experience gained from exposure to many private industries and public sector organizations with specific technical knowledge to help our clients chart the best possible course for their unique requirements. Our approach to determining which PSS services to provide is based on understanding the requirements of the customer in terms of desired outcome and their current organizational maturity level.

Health Planning and Analysis

The Health Planning and Analysis is a multi-step process that will be used to begin to analyze the healthcare needs in your area. The Health Planning and Analysis should be considered the first step in the process of establishing the healthcare needs in your area and includes the following analysis:

1. **Population Analysis**: This process is a detailed review of the area’s population by age and sex and their projected growth in your service area using national statistical population databases.

2. **Demand Analysis**: The results from the Population Analysis (forecasted population growth for your service area) are then applied to various use rate models to determine the future demand for healthcare services in your service area. The demand analysis is performed for several key service areas such as inpatient, outpatient services.

3. **Market Share Analysis**: The results of the Demand Analysis (forecasted demand for healthcare service in your service area) are then adjusted for the anticipated demand that is expected based on current and projected market share. This then defines the amount of volume or work (e.g. patient days, exams) that will be expected at the new facility.

4. **Workload Analysis**: This step culminates in the estimate of volume and workload that present itself at your facility. This step will also assist in creating the operational plan with staffing and skill mix leading to the financial plan.

5. **Space Planning Development**: This step in the Health Planning and Analysis work effort culminates in the translation of volume and workload into the required amount of space to perform the work at the new facility. This
defines the number of rooms (e.g. OR suite, patient rooms) that will be needed at the new facility.

6. **Provider Analysis**: In an increasingly competitive marketplace, health care organizations must have the appropriate number and mix of physicians. This step will attempt to determine any potential provider issues or needs that may limit or inhibit growing market share such as visit demand, physician supply, and productivity rate.

7. **Technology Impact Estimate**: The introduction and acceptance of new health care technology will have a profound effect on the delivery of outpatient services in the near future. Through our analysis we will attempt to anticipate which ambulatory modalities and procedures will grow rapidly in the next five years based on current adoption rates by health care professionals and their impact.

8. **Calculate and Manage Return on Investment**: One of the obvious outcomes in going through this process is to calculate or estimate a return on investment and then provide tools to measure this on an ongoing basis. Romanyk Consulting provides a unique vehicle to lay-out operational initiatives, establish desired outcomes, and then measure these on an ongoing basis.

**Strategic Planning**

Our Strategic Planning process starts with the development of your strategic plan with the creation of an internal planning task force. We will work with the task force to confirm your direction, the driving forces affecting your organization and prioritize your organization's critical success factors with your senior management. We will then complete the planning process by finalizing specific goals and objectives with the internal planning task force. We assist clients in developing a long-term vision based upon their stated mission. We provide assistance in the creation of a concise mission statement and then create personalized opportunity filters to assess any new opportunities and to re-examine old challenges.

**Financial Business Plans**

Romanyk Consulting is experienced in analyzing and providing sound solutions to the client’s financial business planning processes. The following steps provide an outline of our approach in assisting the client in arriving at a business plan.

1. Coordinate with the customer to establish a project team.
2. Gather data regarding the past operational and financial performance of the client organization.

3. Analyze the data to build a financial model that can be used for the following:
   a. Meeting current operational and business obligations.
   b. Monitor and establishment of future business planning.

   a. Create a base case financial plan projected from current operations.
   b. Develop a projected financial plan based on opportunities identified.
   c. Based on historical data and trends, project financial performance for next five years.
   d. Identify negative trends and opportunities for improvement of resource utilization.

5. Work with the executive team to validate potential opportunities for improvement.
   a. Project potential impact of improvements and efficiencies.
   b. Identify future capital needs of the organization.
   c. Develop a five-year financial forecast based on assumptions agreed upon by senior management.
   d. Identify any funding shortfalls and recommend ways to operate within the available funding or ways to obtain any additional funding needed.

6. Calculate and Manage Return on Investment: One of the obvious outcomes and objectives of Strategic Planning is to calculate or estimate a return on investment and then provide tools to measure this on an ongoing basis. Romanyk Consulting provides a unique vehicle to lay-out operational initiatives, establish desired outcomes, and then measure these on an ongoing basis.

**Operational Audits**

An operational audit is a detailed departmental analysis that reviews the staffing and skill mix in the client organization and establishes new performance metrics based upon each division and department’s quality and financial goals. Our approach will be to deliver the critical buy-in that is so necessary in establishing new performance standards. An operational audit will look for opportunities of improvement in quality of service- customer service/customer satisfaction and quantity of service in relation to labor and staffing efficiencies.

**Organizational Performance Plan**

The organizational leadership team is responsible to demonstrate a consistent policy to deliver optimal services in an environment of minimal risk in accordance with its
mission. In an effort to fulfill this responsibility, the client administrative team needs to create and adopt an Organizational Performance Plan to provide for a systematic, coordinated and continuous approach to improving performance focusing upon the processes and mechanisms that address these values. A performance model needs to be determined as a vehicle for problem-solving and outcomes measurement. The main objectives of performance improvement are:

1. Maintain a comprehensive, effective system for monitoring and evaluating the quality of patient care and services provided throughout the facility consistent with the mission, vision and values of the organization.
2. Assure that patient care is provided and maintained at an optimal level consistent with the professional standards held in the medical community.
3. Improvement of existing processes and functions through a systematic approach that includes identifying a potential improvement, testing the strategy for change, assessing data from the test to determine if the change produced improved performance, and implementing the improvement strategy system wide.
4. Focus of performance improvement data at a central point for examination, analysis and documentation of ongoing activities.
5. Provide for a collaborative approach to review healthcare practices at the facility for their quality, cost effectiveness, and positive outcome and overall safety for the patients treated.
6. Provide a performance improvement assessment process that includes comparative data.
7. Provide for established criteria that allow for setting of priorities for improvement activities. Such priorities will be based upon high risk, high volume and problem prone or the need to reduce or eliminate undesirable change in performance.
8. Assure an effective communication system for reporting performance improvement activities throughout the facility including the Medical Staff and Leadership.
9. Assure compliance with the requirements of all federal, state, and accrediting agencies in regard to quality assessment and performance improvement activities.
10. Establish Core Measures and Patient Safety Goals.
11. Create Indicators to Measure Return on Investment.

Organizational Structure Assessments

We perform an in-depth review of the spans of control, inter and intra-departmental relationships and the communication lines flowing across an organization. We make skill-based assessments, review job descriptions and develop organization charts based on the results of the overall assessment. Our interviews are used to evaluate and assess
the organization in three key areas: communications, reporting relationships, and management. This analysis assists us in identifying organizational gaps that require improvement, or provide assurance that the organization is operating well. Our analysis includes:

1. **Communication Mapping / Relationship Mapping**: Creation of a visual representation of how the organization’s communication occurs and a suggested routing.

2. **Skill Based Analysis**: The actual job duties of key personnel within the organization will be compared to their job descriptions.

3. **Span of Control Analysis**: The span of control of each managerial position will be reviewed.

Our approach is designed to document and understand the relative variety and frequency of interdepartmental and interpersonal communications. In some cases the informal communications network supersedes the formal organizational structure and be critical in restructuring decisions.

**Reengineering and Process Improvement**

Romanyk Consulting can utilize advanced computer simulation tools to implement and effect change in both large and small organizations. Major changes or minor adjustments can be applied to the operational processes. The process entails mapping the AS-IS procedures and then performing in-depth analysis of how tasks are currently being accomplished. During this process, value added analysis and time-based analysis is performed to arrive at the proposed re-designed activity.

**Software Implementation and Integration Assistance**

As part of our process improvement and overall business management consulting services, we provide planning, implementation and integration services within an information technology centric mindset related to software system identification and utilization. Romanyk Consulting has managed many large software implementation efforts for numerous clients. The implementations are usually performed in conjunction with process reengineering improvement efforts or operations (labor and cost of labor) improvement efforts or to assist the healthcare industry in the tracking and reporting of their operational performance.

1. **System Identification**

   In many cases making the right product selection for your environment is as important the end objective you wish to achieve. Matching best-in-breed
technology with the needs of your organization, the current commercial software market, and your existing infrastructure requires a balance of expertise in both healthcare and technology. Romanyk Consulting will leverage its many years of experience in this regard to help you achieve your end objectives automation.

2. Use Case Analysis

As part of process re-engineering, technology is sometimes either the driving factor behind how you currently do things and also a barrier to how you would like to do them. Performing use case analysis is the absolute best way to determine how and why things are being done a certain way relative to technology. We believe that the technology you use should be a vehicle to your end objective and not drive the way you conduct business. Our use case analysis will flush out process and product deficiency and recommend changes. In many cases these changes leverage the environment you already have in place. In some cases they become an integral part of our system identification service.

3. Contextual Design

Contextual Design is a patented process for creating product design and architecture. Romany Consulting applies these concepts to many areas of its business and operations improvement services. Particularly in the area of system selection and use case analysis, this process, we believe, is the best way to insure that technology being applied truly matches both the objective of the organization as well as insures that the technology will be used to achieve the objective.

4. Solutions Architect

Whether you have an existing technology infrastructure that you are adding to or you are starting from scratch, having an overall architecture is critical to insure your technology is in-line with your strategic objectives. Romanyk Consulting will help you create a complete architecture that matches the strategic objectives of your organization both now and in the future.

**Performance Metrics Assessments**

Romanyk Consulting works with client organizations to identify current performance standards. These standards assist in providing the ability to directly tie back labor costs to labor performance. We assist in establishing initial standards and then identify the training and process improvements necessary for performance enhancement. This is accomplished by intensive one-on-one sessions with administrators, directors and
department managers to understand the current area skill mix, staffing ratios and productivity levels. The basic key to best in class performance is: What gets measured, gets done! Under this premise, the following guidelines should be followed:

1. Measure everyone: all major divisions and departments.
3. Adjust staffing and manning inter-shift.

A paralysis analysis must be considered in order to streamline the performance metrics assessment. This is important because:

1. Too many indicators lessen the impact.
2. Too many indicators will increase work effort in identifying areas requiring improvement.

Institutionalization of performance improvements lends credence to the overall impact.

1. Review performance daily.
2. Adjust and improve the process daily.
3. Create incentives for improved performance.

**Benchmark Analysis**

Organizations today must continually improve their ability to respond to the external and internal forces of change affecting them. These forces can include government payment shifts (such as the Balanced Budget Act and APCs), competitive pressures, and opportunities to improve facilities, services and customer responsiveness. The continual process of adjusting every department’s resources is becoming more critical in achieving these goals. Romanyk Consulting can collect benchmark metrics from like industries to allow the customer to compare themselves to specific industry standards. Then, comparisons can be made to assist in establishing initial standards and detailed comparisons to your peers. The five important benefits of benchmark analysis are:

1. Meeting your customer’s requirements.
2. Establish goals based on a broadened view of external conditions.
3. Determine the best measures of productivity.
4. Attain and maintain a competitive position.
5. Strive to achieve Best Practices outside of your industry.
SECTION V

Romanyk Consulting Labor Category Descriptions and Pricing

Approved MAS Price List

<table>
<thead>
<tr>
<th>SIN</th>
<th>Labor Category</th>
<th>GSA Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>541611</td>
<td>Consultant I</td>
<td>$147.00</td>
</tr>
<tr>
<td>541611</td>
<td>Consultant II</td>
<td>$180.00</td>
</tr>
<tr>
<td>541611</td>
<td>Consultant III</td>
<td>$225.00</td>
</tr>
<tr>
<td>541611</td>
<td>Analyst I</td>
<td>$61.52</td>
</tr>
<tr>
<td>541611</td>
<td>Analyst II</td>
<td>$80.00</td>
</tr>
</tbody>
</table>

Labor Descriptions

<table>
<thead>
<tr>
<th>Labor Category</th>
<th>Description</th>
<th>Education</th>
<th>Minimum Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant I</td>
<td>Supports tasks for one or multiple customers. May lead a specific task in support of a particular customer. Facilitates working groups and sessions, design schedules, conduct analyses, develop models, write reports, prepare presentations and presents results.</td>
<td>Bachelor’s Degree</td>
<td>5</td>
</tr>
<tr>
<td>Consultant II</td>
<td>Manages tasks or contracts for a single customer and is responsible for technical, management, and cost performance. Performs work in a variety of operational areas or in a single consulting area. Performs assessments and surveys, health planning, strategic planning, process improvement methods, change enabling and management, site-selection, and consolidation of operations. Develops training curriculum tailored to meet the unique needs of a particular customer’s requirement.</td>
<td>Bachelor’s Degree</td>
<td>7</td>
</tr>
<tr>
<td>Consultant III</td>
<td>Serves as a senior advisor/analyst to customer’s executive management team in a variety of capacities. Provides advice and expertise in assessments and surveys, health planning, strategic planning, process improvement methods, change enabling and management, site-selection, and consolidation of operations. May serve as the project lead for either a contract or task. May serve as the primary customer point of contact for an activity.</td>
<td>Bachelor’s degree</td>
<td>12</td>
</tr>
<tr>
<td>Analyst I</td>
<td>Works under the direction of a senior-related position. Supports tasks for one or multiple customers. Will conduct analyses, develop models, write reports, and prepare presentations.</td>
<td>Bachelor’s Degree</td>
<td>0</td>
</tr>
<tr>
<td>Analyst II</td>
<td>Works under the direction of a senior-related position. Supports tasks for one or multiple customers. Will conduct analyses, develop models, write reports, and prepare presentations.</td>
<td>Bachelor’s Degree</td>
<td>5</td>
</tr>
</tbody>
</table>

(1) Six years additional experience may substitute for a bachelor’s degree.
(2) Each Post-Graduate degree may substitute for two years of experience.

The Service Contract Labor Standards (SCLS) is applicable to this contract as it applies to the entire MAS and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and / or when the contractor adds SCLS labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.